

The Influence of Work Engagement and Job Satisfaction on Employee Performance with Competence as an Intervening Variable for BPJS Employment Employees in Aceh Province

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Abstract

This research aims to determine the effect of Work Engagement and Job Satisfaction on Employee Performance with Competence as an intervening variable. This research uses associative quantitative research. This research was conducted at the Aceh Province BPJS office. The population of this research was 100 employees and the researcher wanted to take all the population as a sample. researchers used a saturated sampling technique to make all employees into the sample, the tool for calculating research results used smart PLS version 3.3.3. data collection techniques by distributing questionnaires and surveys, this research model is path analysis. Based on the results of the research that has been carried out and data analysis as explained in the previous chapter, the following conclusions are presented from the research results as follows: Job Satisfaction has a positive and insignificant effect on Employee Performance, Job Satisfaction has a negative and insignificant effect on Competency, Competency has a positive and significant effect on Employee Performance, Work Engagement has an insignificant negative effect on Employee Performance, Work Engagement has an insignificant positive effect on Competency, Job Satisfaction has an insignificant negative effect on Employee Performance through Competency, Work Engagement has an insignificant positive effect on Employee Performance through Competency.

Keywords: *Work Engagement, Job Satisfaction, Competence, Employee Performance*

INTRODUCTION

BPJS Employment is a social security and protection company for Indonesian workers and foreign workers who work in Indonesia for at least six months. BPJS Employment itself is the result of the transformation of PT Jamsostek. Previously, PT Jamsostek handled employment protection and social security issues in Indonesia and was responsible to the president. Employment Social Security (Jamsostek) was changed to Employment Social Security Agency (BPJS Employment). BPJS Employment is the obligation and responsibility of the Indonesian government to protect all Indonesian workers from various forms of risk through the use of social security mechanisms. BPJS Employment provides several types of social security programs, namely work accident insurance, death insurance, old age insurance, and pension insurance. According to BPJS Employment, the social security program itself requires paying monthly contributions. Monthly contributions are deducted from the employee's monthly salary, or can be done independently, by transfer or directly to the nearest BPJS employment office.

Work Engagement Employees have an important role in the development of a company or organization. Work engagement is the attitude and behavior of

employees at work by expressing themselves totally. Improvement and development of an organization can be done by creating employees who are engaged with their work. Every organization needs work engaged employees who are proactive and have a high commitment to work, so that the company is able to survive in the face of increasingly strong competition (Bakker & Demerouti, 2008). Organizational companies that are moving forward in the long term must consider employee work engagement. When employees feel involved in their work, the employee feels at one with his work and has no influence on conditions in his environment. On the other hand, when employees feel they do not have work engagement, employees make their work a life requirement that must be carried out. This explanation is in accordance with Bakker and Schaufelli (2006), namely the impact of work engagement, namely a low tendency to leave the company or organization.

Job satisfaction is an individual's general attitude towards their job, someone with a high level of job satisfaction shows a positive attitude towards the job, someone who is dissatisfied with their job shows a negative attitude towards the job (Robbins, 2001: 139). The scope of human resource management generally discusses matters related to humanity, including employee job satisfaction. Employee job satisfaction is a factor that is considered important, because it can influence the running of the organization as a whole. The satisfaction felt by employees at work is an indication that employees feel happy in carrying out their work duties. Job satisfaction is also an employee's positive attitude towards various situations at work. For organizations, employee job satisfaction must receive attention and fulfilling this is primarily the task of organizational leaders. For employees, job satisfaction is an individual factor and a means to achieve work productivity. So in the scope of human resource management, the job satisfaction factor provides benefits for both the organization/company, employees, and even society.

Competence is a personality that every individual has with the desire that the competency will be able to be carried out well. Competency also arises because the organization's attitude towards the individual is beneficial to him so that employees will express their competence towards the organization. Competence is the basic basis of people's characteristics and indicates ways of behaving or thinking, equalizing situations and supporting them over a long period of time (Spancer, 2003). Competencies can deepen and expand a person's work abilities. The more often a person does the same job, the more skilled he is and the faster he completes the job. The more types of work a person does, the richer and broader his work experience will be and his performance will also increase (Simanjuntak, 2005). According to the Decree of the Head of the State Civil Service Agency of the Republic of Indonesia Number 43 of 2001 concerning Employee Competency Standards, Competency is the ability and characteristics that a Civil

Servant must have in the form of knowledge, skills, attitudes and behavior in carrying out their duties and position.

Employee performance is a form of their commitment to the organization by showing their performance towards the organization with good results. This is called a good contribution to the organization. Whether the results desired by the organization are all influenced by performance, if the employee's performance is not good, the results will not be good either, but the performance is good. good because of the organization's behavior towards employees. If employees are treated well, employee performance will definitely improve. Employee performance is work achievement, namely the comparison between work results that can be seen in real terms and the work standards that have been set by the organization. Quality performance will be realized if an organization can select prospective employees who have motivation that is appropriate to their work and have qualities that enable them to work optimally. Performance is basically what employees do or cannot do. An employee's performance will be good if the employee has quality skills, is willing to work, has adequate wages or rewards and has hopes for the future. Performance is very important for an organization because quality performance can certainly reduce absenteeism or not working due to laziness. With quality performance from workers and employees, the tasks given or work assigned to them will be completed in a shorter or quicker time.

The phenomenon that occurs in BPJS Ketenagakerjaan Aceh Province is that employees are very less interested in their work. Employees only think about the important thing that they have worked and are paid so that their interest in work is not entirely for the organization but only the responsibilities that have been given so that job satisfaction does not appear and instead turns into boredom and stress in work that is done every day, it is only made as an obligation to survive, not to advance the organization, and quality and competence are also very lacking for employees because employees do not want to reveal their own competence, the performance that employees provide for the organization. not completely released because many do not want to be used by the organization for free so that employees only use half their abilities and pretend to be stupid or don't know. This is an organizational problem in handling loyalty within the organization.

LITERATURE REVIEW

Work Engagement

This attachment or engagement is a positive thing as opposed to burnout, where employees who feel 'engaged' in their work will have a better sense of enthusiasm and effective relationship with their work (Maslach & Leiter in Bakker & Leiter, 2010). According to Schaufeli and Bakker (2004) define work-engagement as something positive that is related to behavior at work which

includes thoughts about the relationship between workers or employees and their work.

Work Engagement Indicators

According to Schaufeli and Bakker (2004):

1. Vigor is high enough energy with a willingness to invest energy, achievement, and not getting tired easily
2. Dedication is someone's involvement with enthusiasm, a sense of pride, and inspiration.
3. Absorption is a condition of employees who are characterized by time going by quickly and it is difficult to separate themselves from work.

Job satisfaction

According to Robbins (2016) job satisfaction is a general attitude towards employees' work which shows the difference between the amount of reward they receive at work and the amount they believe they should receive. Meanwhile, according to Nurhayati (2016), job satisfaction is an expression of employee satisfaction regarding how their work can provide benefits to the company.

Job Satisfaction Indicators

According to Robbins and Judge (2015) satisfaction indicators can be measured by:

1. Jobs. Every job requires certain skills that are appropriate to the respective field of work. Whether or not the work carried out by an employee with his skills is difficult or not, it will increase or even reduce the employee's job satisfaction.
2. Wages. Salary is the fulfillment of employees' living needs, whether they are considered worthy or not.
3. Promotion: One of the dimensions related to whether or not there is an opportunity to gain career advancement while the employee is working.
4. Supervisor A good boss is a boss who can appreciate the work of his subordinates. For subordinates, superiors can be considered as close relatives like family.
5. Coworkers Coworkers relate to the relationship between employees and their superiors or with other employees, whether they have the same type of work or different ones.

Competence

According to Wibowo (2014: 271), competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competence as a condition for fulfilling

tasks (job demands), both in whole and in part, must be possessed by an employee in carrying out his duties. If it is not enough, this competency can be developed through training or other capacity development methods. (Subari Subari and Hanes Riady, 2015).

According to Wibowo (2014:272-273) states that competence is the basic basis of people's characteristics and indicates ways of behaving or thinking, equalizing situations, and supporting them for quite a long period of time.

Competency Indicators

There are five competency indicators, namely as follows:

1. A motive is something a person consistently thinks or desires that causes an action. Motives encourage, direct, and select behavior toward certain actions or goals.
2. Traits are physical characteristics and consistent responses to situations or information. Reaction speed and eye sharpness are physical characteristics of a fighter pilot's competence.
3. Self-concept is a person's attitudes, values, or self-image. Self-confidence is people's belief that they can be effective in almost any situation and is part of people's self-concept.
4. Knowledge is the information that people have in a specific field. Knowledge is a complex competency. Scores on knowledge tests often fail to predict job performance because they fail to measure knowledge and skills in the way they are actually used on the job.
5. Skills are the ability to perform certain physical or mental tasks. Mental competence or cognitive skills include analytical and conceptual thinking.

Employee Performance

According to Mangkunegara (2016), employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. According to Robbin (2016:260) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

Performance Indicators

According to Robbins (2016) performance indicators are a tool for measuring the extent to which employee performance is achieved:

1. Work quality;
2. Quantity;
3. Punctuality;
4. Effectiveness;
5. Independence.

METHOD

This type of research can be classified as casual associative quantitative research. According to (Sugiyono 2013) quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing predetermined hypotheses. The research location was carried out at the BPJS Employment Office in Aceh Province. The researcher chose this location because in that place the researcher found the problem related to the researcher's title.

According to Sugiyono (2013), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn." Based on this research, the population in the organization is 100 employees so a saturated sampling technique is used because the researcher uses the entire population so the sample technique used is a saturated sample. According to Sugiyono (2013), in quantitative research, data is obtained from various sources using various data collection techniques, and is carried out continuously until the data is saturated. The data sources obtained by the author using one source include the following: Primary data source . According to

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer. PLS is a method for solving Structural Equation Modeling (SEM) which has advantages compared to other SEM techniques. SEM has a higher level of flexibility in research that connects theory and data, and is able to carry out path analysis with latent variables so it is often used by researchers who focus on social sciences. PLS is a component or variant-based structural equation model (SEM).

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, we will see how big the correlation is between the indicator and its latent construct. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct to be measured. However, for research in the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2013). Apart from that, at this stage we see how much value each variable has. So it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2013).

b. Discriminant Validity

This validity test explains whether two variables are different enough from each other. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Apart from that, another way to fulfill the discriminant validity test can be seen in the cross loading value (how big the correlation value is between the indicators that measure the variables). The cross loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2013).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2013). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q² value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2013).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2013). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2013) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure:

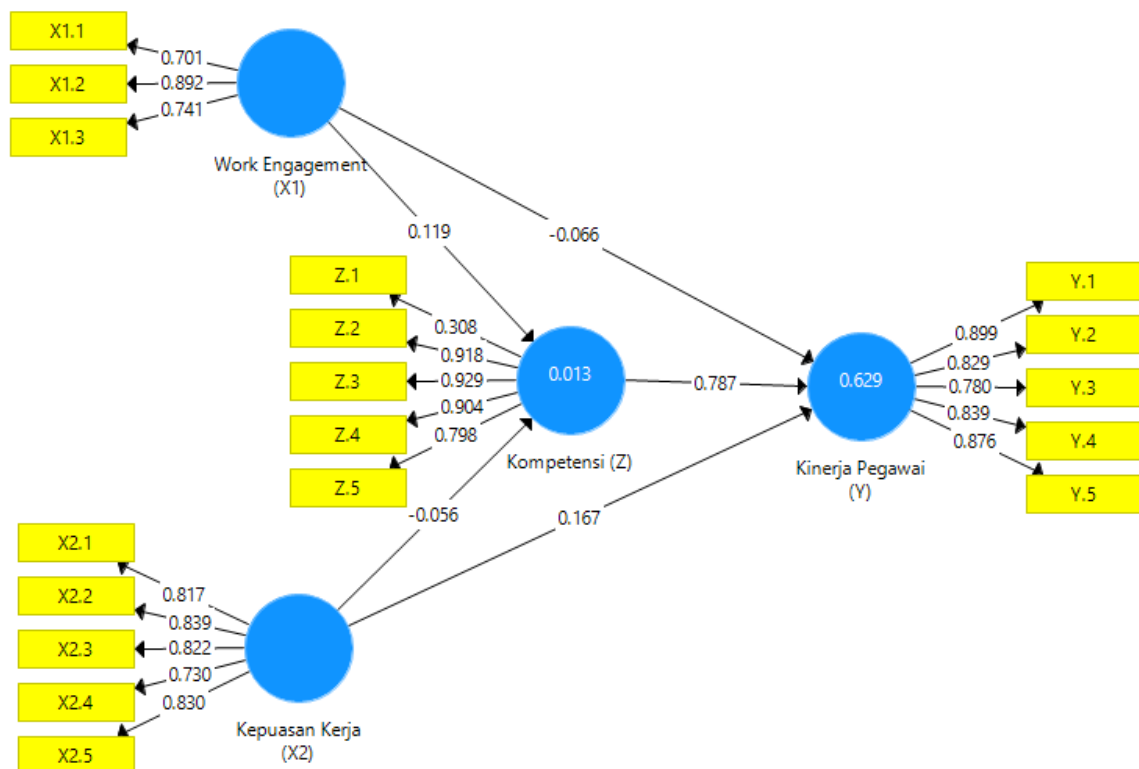


Figure 1. Outer Model Stage 1

Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings Stage 1.

Table 1. Outer Loadings stage 1

	Job Satisfaction (X2)	Employee Performance (Y)	Competency (Z)	Work Engagement (X1)
X1.1				0.701
X1.2				0.892
X1.3				0.741
X2.1	0.817			

X2.2	0.839		
X2.3	0.822		
X2.4	0.730		
X2.5	0.830		
Y.1		0.899	
Y.2		0.829	
Y.3		0.780	
Y.4		0.839	
Y.5		0.876	
Z.1			0.308
Z.2			0.918
Z.3			0.929
Z.4			0.904
Z.5			0.798

Source: Smart PLS 3.3.3

You can see that table 1 above has a value per indicator with a loading factor value, if it is greater than 0.7, it is considered valid, but if it is smaller than 0.7, it is invalid and there must be further action. To carry out further research, researchers must carry out reductions. The aim of the indicator is that the loading factor value is greater than 0.7, so an indicator must be deleted. The indicator that will be deleted is Z.1 because it is smaller than 0.7, so the calculation will be repeated to stage 2.

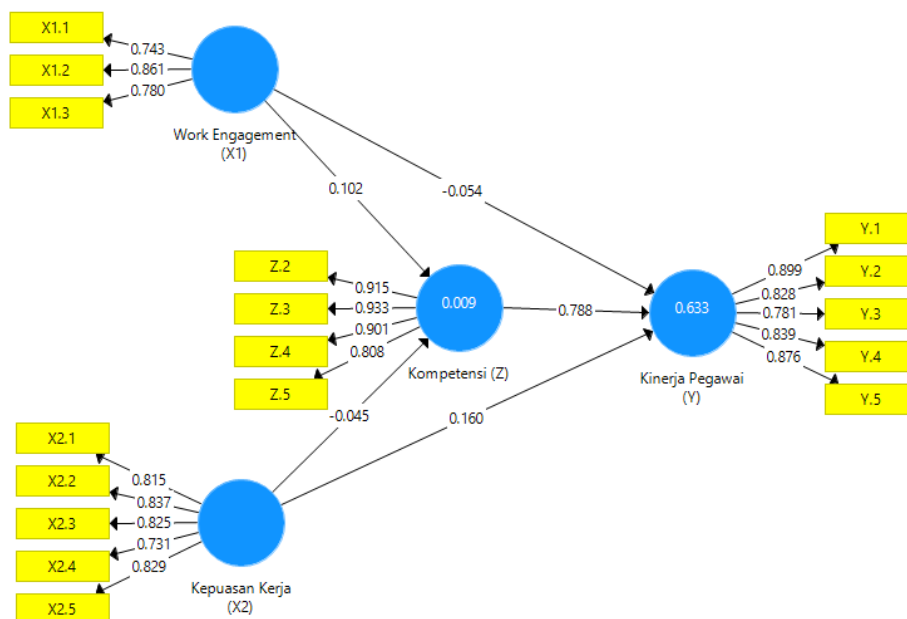


Figure 2. Outer Model Stage 2

Source: Smart PLS 3.3.3

In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.102 X1 - 0.045 X2 + e1$$

For substructure 2:

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.160X1 - 0.054 X2 + 0.788Z + e2$$

The Smart PLS output for loading factors gives the results in the following table Outer Loadings Stage 2.

Table 2. Outer Loadings stage 2

	Job Satisfaction (X2)	Employee Performance (Y)	Competency (Z)	Work Engagement (X1)
X1.1				0.743
X1.2				0.861
X1.3				0.780
X2.1	0.815			
X2.2	0.837			
X2.3	0.825			
X2.4	0.731			
X2.5	0.829			
Y.1		0.899		
Y.2		0.828		
Y.3		0.781		
Y.4		0.839		
Y.5		0.876		
Z.2			0.915	
Z.3			0.933	
Z.4			0.901	
Z.5			0.808	

Source: Smart PLS 3.3.3

We can see table 2 above, after Z1 has been deleted, it shows the loading factor is greater than 0.7, therefore all indicators are considered valid after stage 2 is carried out and removing invalid indicators in this case the researcher can continue his research.

2. Discriminate Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following are the cross loading values for each indicator:

Table 3. Discriminant Validity

	Job Satisfaction (X2)	Employee Performance (Y)	Competency (Z)	Work Engagement (X1)
X1.1	0.228	0.037	0.017	0.743
X1.2	0.286	0.070	0.097	0.861
X1.3	0.253	0.037	0.054	0.780
X2.1	0.815	0.080	-0.033	0.284
X2.2	0.837	0.073	-0.044	0.238
X2.3	0.825	0.160	0.023	0.229
X2.4	0.731	0.063	-0.009	0.206
X2.5	0.829	0.106	-0.014	0.360
Y.1	0.077	0.899	0.728	0.058
Y.2	0.032	0.828	0.635	-0.005
Y.3	0.196	0.781	0.586	0.100
Y.4	0.241	0.839	0.637	0.052
Y.5	0.028	0.876	0.708	0.076
Z.2	-0.030	0.657	0.915	0.002
Z.3	-0.039	0.605	0.933	0.067
Z.4	-0.022	0.632	0.901	-0.019
Z.5	0.035	0.820	0.808	0.214

Source: Smart PLS 3.3.3

It can be seen from the table above that the indicators for the research variables have a cross loading value that is greater with the cross loading of other variables. This can be explained that the cross loading of job satisfaction is greater with the cross loading of other variables, the cross loading of Employee Performance is greater with the cross loading of other variables, cross loading of Competency is greater with cross loading of other variables, cross loading of Work Engagement is greater with cross loading of other variables, meaning the cross loading is discriminantly valid.

3. Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable which is measured by looking at the Cronbach's alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following describes the construct results for each variable, namely Job Satisfaction, Employee Performance and Organizational Commitment with each variable and indicator. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (X2)	0.872	0.904	0.653
Employee Performance (Y)	0.900	0.926	0.715
Competency (Z)	0.913	0.939	0.793
Work Engagement (X1)	0.771	0.838	0.634

Source: Smart PLS 3.3.3

Based on table 4 above, it shows that the Average Variance Extracted (AVE) for each of the Job Satisfaction, Employee Performance, Competency and Work Engagement variables is greater than 0.50, which means that all constructs are reliable. It can be concluded that each variable has a fairly high discriminant validity value. It can be seen from the table above that the composite reliability value is greater than 0.60, which means that each variable has a greater composite reliability value, so it can be concluded that each variable has a high level of reality. In the table above, a Cronbach's alpha value greater than 0.70 states that the respective variables have met the Cronbach's alpha requirements, so it can be concluded that the indicators used meet the requirements and have high discriminant validity in compiling their respective variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R²)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.633	0.622
Competency (Z)	0.009	-0.011

Source: Smart PLS 3.3.3

Based on table 5 above, it shows that the R Square value for the Employee Performance variable is 0.633, the percentage of the Employee Performance variable is 63.3%, which means that Work Engagement, Job Satisfaction and Competence influence Employee Performance by 63.3% while the remaining 36.7% is in other variables. The R Square value for the competency variable is 0.009 and the Competency percentage value is 0.9% or 0.9%, which means Work Engagement, Job Satisfaction with Competency is 0.9% while the remaining 99.1% is in other variables.

2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 6. Model Fit

	Saturated Model	Estimation Model
SRMR	0.096	0.096
d_ULS	1,424	1,424
d_G	1,143	1,143
Chi-Square	562,098	562,098
NFI	0.726	0.726

Source: Smart PLS 3.3.3

The goodness of fit test results of the PLS model in table 5 below show that the NFI value of 0.726 means FIT. Thus, from these results it can be concluded that the model in this study has a high goodness of fit and is suitable for use to test research hypotheses.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05 . The following are the results of Path Coefficients of direct influence:

Table 7. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Job Satisfaction (X2) -> Employee Performance (Y)	0.160	1,888	0.060
Job Satisfaction (X2) -> Competency (Z)	-0.045	0.313	0.755
Competency (Z) -> Employee Performance (Y)	0.788	21,863	0,000
Work Engagement (X1) -> Employee Performance (Y)	-0.054	0.726	0.468
Work Engagement (X1) -> Competency (Z)	0.102	0.660	0.510

Source: Smart PLS 3.3.3

In this study, if the hypothesis is accepted, the TStatistics value is > 1.96 and P-Values < 0.05 . In this study, only one hypothesis is accepted and there are 4 hypotheses that are rejected, but there is still the influence of each variable, whether positive or negative, and will be explanation in conclusion.

Table 8. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Job Satisfaction (X2) -> Competency (Z) -> Employee Performance (Y)	-0.035	0.313	0.755
Work Engagement (X1) -> Competency (Z) -> Employee Performance (Y)	0.080	0.665	0.507

Source: Smart PLS 3.3.3

Based on table 8 above, competence cannot influence the independent variable and dependent variable, so it can be concluded that competence is not an intervening variable in this research.

CLOSING

Conclusion

Based on the results of the research that has been carried out and data analysis as explained in the previous chapter, the following conclusions from the research results are presented as follows:

1. Job Satisfaction has a positive and insignificant effect on Employee Performance in BPJS Employment Office in Aceh Province
2. Job Satisfaction has an insignificant negative effect on Competence in BPJS Employment Office in Aceh Province
3. Competency has a positive and significant effect on employee performance in BPJS Employment Office in Aceh Province
4. *Work Engagement* insignificant negative effect on employee performance in BPJS Employment Office in Aceh Province
5. *Work Engagement* insignificant positive effect on competence in BPJS Employment Office in Aceh Province
6. Job Satisfaction has an insignificant negative effect on Employee Performance through Competence in BPJS Employment Office in Aceh Province.
7. *Work Engagement* insignificant positive effect on Employee Performance through Competence in BPJS Employment Office in Aceh Province

Suggestion

After getting the results from the conclusions, the suggestions for BPJS Employment in Aceh Province are as follows:

1. Organizations must make changes to get employees involved in important organizational issues so they get better input.
2. Organizations must be able to see whether employees are satisfied with their work or not so that they can handle it well.
3. Organizations must be able to see which employees have competence and which do not.
4. Organizations must see employees at work whether their performance is good or not so that they can control employee mistakes.

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The Influence of Work Engagement and Job Satisfaction on Employee Performance with Competence as an Intervening Variable for BPJS Employment Employees in Aceh Province

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DOI: <https://doi.org/10.54443/sinomika.v2i3.1512>
